
Unity of Purpose and Democracy

As we emerge from the control period, it's time for a new unity of purpose. We now have the opportunity to harness more than 20 years of pent-up civic pride to improve our neighborhoods and our city.

—Anthony A. Williams, Mayor

I know for a fact that one person can't change the city alone.

—Danielle, Citizen, Age 14

In order for the District of Columbia to be the great city we know it can be, it is necessary for every sector of our community to join together behind a common agenda, a unity of purpose. Government must do its part for our community—but so must our foundations, our faith community, our businesses, our non-profits, our labor organizations, our academic institutions and our citizens. The Unity of Purpose strategic priority fosters the development of shared priorities and common goals for the District of Columbia, and aligns our community's resources behind those priorities and goals. It empowers citizens and employees, non-profits and businesses to play a greater part in the governance of the community, and works to give a greater voice to the community.

The first draft of this plan was presented as part of the Citizen Summit held on November 20, 1999. At the Summit, citizens from across the city discussed their priorities and concerns, and provided specific written feedback. This and other feedback was then incorporated into the final plan. The following section summarizes citizens' input and identifies how this input determined the direction of the plan. Then, the revised goals of this plan are presented, and finally, a detailed chart identifies the specific action steps associated with each goal, the timelines for implementation, and the agencies responsible for leading the implementation.

CITIZEN INPUT

Comments from the Summit clearly reflect that citizens believe Unity of Purpose and Democracy are vitally important to realizing their vision for the District of Columbia. Citizens understand that in order for the District of Columbia to have healthy neighborhoods and strong families, the entire community must work together towards common goals. The following table highlights concerns expressed by citizens, and identifies how the plan addresses these concerns.

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What Citizens Said...	How This Plan Responds...
<i>Act on citizens' priorities</i>	The City-Wide Strategic Plan and the Mayor's FY 2001 proposed budget demonstrate that implementation of this directive has begun. The government will now be held accountable for implementing these plans through the Performance Management System and a public scorecard. <i>See Goal 1.1.</i>
<i>Hold more forums like the Citizen Summit, especially in neighborhoods</i>	Beginning this summer, Neighborhood Action will begin conducting simultaneous neighborhood forums throughout the city. <i>See Goal 1.1.</i>
<i>Improve access to public information about government programs and services</i>	New programs will be developed to distribute public information through a variety of mediums, including public information kiosks, Internet platforms for each agency, a Mayor's Chat Room on the Internet, and new programming on District Cable Television. <i>See Goal 1.2.</i>
<i>Citizens want more opportunities to participate in the governance of the community</i>	Neighborhood Action will continue to provide citizens with public forums to participate in the governance of their city and their neighborhoods. Additionally, a government office will be created to coordinate volunteerism to better support citizen participation on city-wide priorities. <i>See Goal 1.1.</i>
<i>Improve the capacity of the Advisory Neighborhood Commissions to represent citizen interests</i>	A coordinator/liaison position will be established in the Office of the Public Advocate to provide greater support and coordination for the ANCs. Training sessions will be made available to ANCs to increase skill levels and improve representation. <i>See Goal 1.4.</i>
<i>Obtain voting rights for District residents</i>	A national goal champion and democracy team will be formed through the private sector to develop national support for home rule in the District of Columbia as recent court rulings are appealed. <i>See Goal 4.</i>

The *Unity of Purpose and Democracy* priority incorporates this citizen feedback in the goals presented below.

ACTION PLAN

The *Unity of Purpose and Democracy* plan seeks to engage every sector of the city in the governance of the community—fostering shared goals and priorities that, together, we can all work toward. The plan itself is divided between five different groups which must be engaged in order for a Unity of Purpose to be developed in the District: (1) citizens, (2) non-governmental organizations (non-profits, faith-based, businesses), (3) District agencies and employees, (4) the Federal government, and (5) regional jurisdictions. The goals of this plan are presented below:

- Goal 1—Engage citizens in the governance of the city
- Goal 2—Promote multi-sector support and implementation of the community’s shared priorities by:
- Goal 3—Align all of the District’s agencies and employees with the priorities of the government and the community by:
- Goal 4—Foster a constructive and respectful relationship with Federal Government agencies and Congressional oversight committees, and establishing home rule for the District by:
- Goal 5—Enhance regional cooperation among local jurisdictions and thereby foster common goals throughout the metropolitan area by:

These goals will create a unity of purpose for all entities committed to improving the District. To assess progress toward achieving the goals of this plan, performance indicators like the following will be tracked:

- Number of neighborhood work plans developed
- Voter registration rates
- Number of partnerships between District agencies and businesses or not-for-profits

This plan, with all of the corresponding action steps, results, timelines, and lead agencies, is presented in the table on the following page.

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DETAILED ACTION PLAN

Goal 1.1 – Engage citizens in the city’s governance through the Neighborhood Action initiative and the City-Wide Strategic Planning Process.

#	Action Item	Results	Date Due	Lead Agency
1.	Engage citizens in City-Wide Strategic Planning Process for 2000-2001 through the Citizen Summit and Neighborhood Action forums	Over 3,000 citizens engaged in process and 2001 budget request based on citizen priorities	Complete	Office of the Chief of Staff
2.	Implementation of citizen priorities through the City-Wide Strategic Planning Process and 2001 Budget Request	90 percent of FY 2000 scorecard action items implemented in FY 2000. 90 percent of FY2001 scorecard action items implemented in FY 2001	12/02	Office of the Chief of Staff
3.	Develop and institute improved performance management for District employees that holds them accountable.	100 percent of agency directors who report to the Mayor have performance contracts in FY00. All Excepted Service and supervisory employees under the authority of the Mayor have performance plans in place in FY00. 100 percent of employees under the authority of the Mayor have performance plans in place in FY01.	12/00	CA/Deputy Mayor for Operations, Office of Personnel
4.	Develop and implement quarterly public report card to evaluate progress of City-Wide Strategic Plan implementation	100 percent of report cards are published on time	Ongoing	CA/Deputy Mayor for Operations

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#	Action Item	Results	Date Due	Lead Agency
5.	Engage citizens in City-Wide Strategic Planning Process for 2002-2003 through the Citizen Summit and Neighborhood Action forums	Over 4,000 citizens engaged in process and FY 2003 budget request based on citizen priorities	6/02	Neighborhood Action
6.	Conduct neighborhood assessment surveys of 39 neighborhood clusters in preparation for neighborhood forums	100 percent of assessments/ surveys completed	6/00	Office of Planning
7.	Conduct neighborhood planning forums in 39 neighborhood clusters	39 strategic plans done by 05/02	5/02	Office of Planning
8.	Secure funding for and implement Community Fellows program through Neighborhood Action	8 Fellows hired by 9/01	10/03	Neighborhood Action
9.	Create a center and incorporate national and community service efforts, including a volunteerism program aligned with the community's shared priorities.	Volunteerism program instituted	10/00	Office of the Public Advocate, Office of Policy and Evaluation

Goal 1.2 – Engage citizens in the governance of the city through increased access to public information about government resources and programs.

#	Action Item	Results	Date Due	Lead Agency
1.	Improve customer service and access to public information by further consolidating non-emergency service requests under one telephone number	Improved responsiveness of 9-1-1, establishment of a single number for citizens to access city services, improved ability to receive, triage, assign, and track non-emergency service requests	12/00	Office of the Chief of Staff

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#	Action Item	Results	Date Due	Lead Agency
2.	Launch world-class web site for the District which includes comprehensive information on the government and government events, on-line government services, and interactive forums for citizens	Existing site converted to common look and feel at www.washingtondc.gov	2/00	Office of the Chief Technology Officer
3.	Develop on-line chat room for Mayor and Agency Directors to interact with citizens	Regular schedule established for Mayor and Agency Directors to participate in conversations with constituents via chat room	7/00	Communications/ Office of the Chief Technology Officer
4.	Bridge the digital divide and ensure public access to the Internet through the installation of computer workstations in the community	37 ANC Offices with On-Line Access 50 public accessible workstations by 9/00	9/00	Office of the Chief Technology Officer
5.	E-government: Make services of major agencies available on-line through web site	100 percent of District Sites in E-Gov format "Big 4" agencies by 4/00 All agencies by 7/00 Utilization monitored & reported weekly	7/00	Office of the Chief Technology Officer
6.	Host regular "Information Fairs" to provide agency service delivery information to the public	Regular agency information fairs held for public. Four information fairs by 12/00	12/00	Office of the Public Advocate
7.	Develop community resource centers/kiosks to disseminate agency information in public spaces	Agency information disseminated to public at kiosks throughout city	Ongoing	Office of the Chief of Staff
8.	Develop new programming on Channel 16 to disseminate agency information and provide space for employees and community leaders to communicate with the public	New public affairs programming	Ongoing	Office of Cable Television

Goal 1.3 – Engage citizens in the governance of the city through increased access to public officials.

#	Action Item	Results	Date Due	Lead Agency
1.	Publish schedule of public forums and town hall meetings sponsored by D.C. Council and Mayor’s Office	Increased participation in forms and town hall meetings	2/00	Public Advocate
2.	Partner with D.C. Council to schedule regular public forums in each Ward	Forum in each ward 200 people reached in each forum	12/00	Intergovernmental Relations

Goal 1.4 — Engage citizens in the governance of the city through improved representation by Advisory Neighborhood Commissions.

#	Action Item	Results	Date Due	Lead Agency
1.	Establish ANC coordinator to serve as liaison between ANCs, Executive Branch and City Council, and coordinate technical support and training for ANCs	Citizen satisfaction with ANCs and higher attendance at ANC meetings	4/00	Public Advocate
2.	Conduct four general trainings open to all ANCs	Four training sessions by year’s end. Better representation by ANC commissioners.	6/00	Public Advocate

Goal 2 – Promote multi-sector support and implementation of the community’s shared priorities by non-governmental organizations.

#	Action Item	Results	Date Due	Lead Agency
1.	Convene workshops for city-wide organizations (businesses, non-profits, faith-based organizations, etc.) to align programming with city-wide priorities	Community Partnerships Around Each Strategic Priority	12/00	Neighborhood Action

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#	Action Item	Results	Date Due	Lead Agency
2.	Work with neighborhood-based organizations and businesses to support neighborhood priorities and actions developed through Neighborhood Action's neighborhood forums (Community Fellows Program and Neighborhood Action's neighborhood coordinators)	Implementation of neighborhood priorities by neighborhood-based organizations and businesses	12/02	Office of Planning
3.	Create Office of Partnerships and Resource Development to increase multi-sector cooperation and private investment in City's strategic priorities and programs	Increase federal funding opportunities for DC agencies and their partners by 10 percent compared to FY 2000 results	5/00	Office of the Mayor
4.	Establish, in conjunction with the local Consortium of Universities, a task force on academic-government partnership, with the following charge: (1) Explore Specific areas of collaboration; and (2) Identify academic partners and specific public sector challenges.	Initiate new partnerships with academic institutions (e.g. UDC, Georgetown, & Howard) Identify student internship and faculty research opportunities with these institutions	9/00	Office of Partnerships and Resource Development

Goal 3 – Align all of the District's agencies and employees with the priorities of the government and the community.

#	Action Item	Results	Date Due	Lead Agency
1.	Align agency strategic plans with City-Wide Strategic Plan	All plans aligned	6/00	CA/Deputy Mayor for Operations
2.	Conduct workshops in agencies to engage employees at all levels in designing implementation of City-Wide Strategic Plan	Workshops conducted in all agencies under the authority of the Mayor	9/00	CA/Deputy Mayor for Operations, Personnel

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#	Action Item	Results	Date Due	Lead Agency
3.	Continue to establish and implement a Labor Management Partnership Council within agencies as vehicle for long-range workforce input	Partnerships established	9/00	CA/Deputy Mayor for Operations
4.	Implement plan to transition operation of the Commission on Mental Health Services back to the control of the District of Columbia	District of Columbia regains control over operations of the agency	4/01	CA/Deputy Mayor for Operations
5.	Assessment of receivership of the Child and Family Services agency; development and implementation of plan to transition agency from receivership to District of Columbia control	Assessment completed, plan developed and implementation commenced	8/00	CA/Deputy Mayor for Operations
6.	Support transition of Department of Public and Assisted Housing from receivership to District of Columbia Housing Authority	Termination of receivership	11/00	CA/Deputy Mayor for Operations
7.	Develop plan to transition educational services from Superior Court receivership to DCPS and YSA. <i>Note: District of Columbia government succeeded in reversing court order requiring imposition of receivership. Plaintiffs are currently seeking review of this decision in the US Supreme Court.</i>	Educational services provided under the authority of DCPS/YSA	6/00	Corporation Counsel
8.	District of Columbia assumes responsibility and oversight of the contract for medical and mental health services and the receivership terminates	District of Columbia regains control over operation of medical and mental health services	9/00	Corporation Counsel

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Goal 4 – Foster a constructive and respectful relationship with Federal Government Agencies and Congressional Oversight Committees, and establish voting rights for the District.

#	Action Item	Results	Date Due	Lead Agency
1.	Maintain communication with Federal, Congressional and Executive Branch for involvement in and support D.C. issues and programs in the City-Wide Strategic Plan Conduct campaign to solicit additional Federal and Congressional support for D.C. issues and programs	Amount of interaction with Federal, Congressional and Executive Branch increased Amount of support for programs increased	Ongoing	Intergovernmental Relations
2.	National democracy team (private sector) conducts educational campaign to support voting rights in the District	Increased awareness of DC and voting rights issue	Ongoing	Democracy 2000 team (private)
3.	Appeal U.S. District Court March 2000 voting rights decision (OCC participation will be limited to off-duty time in accordance with Sec. 146 of the D.C. Appropriations Act, 2000.)	Overtake March 2000 voting rights decision	12/00	Corporation Counsel
4.	Utilization of membership in national organizations (e.g. U.S. Conference of Mayors) to gain support for District objectives	Increased awareness of and support for District objectives	Ongoing	Intergovernmental Relations

Goal 5 – Establish and enhance regional cooperation among local jurisdictions and thereby foster common goals throughout the metropolitan area.

#	Action Item	Results	Date Due	Lead Agency
1.	Align regional associations (e.g. Council of Governments, Chesapeake Bay Council) with Citywide Strategic Priorities	Strategic Priority issues targeted for inclusion in regional compacts and MOUs as cross border issues between regional governments	Ongoing	Intergovernmental Relations